REVISION A

Administer George M. Low Award Program

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Date

DOCUMENT HISTORY LOG

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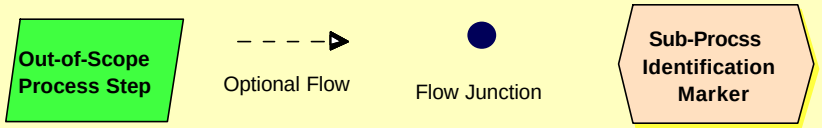
HOWI Author: Q/Geoff Templeton

OSMA Staff Member Responsible for this HOWI: Q/Fred Gregory

OSMA Flowcharting Symbology Used which is in addition to the symbology defined in HCP 1400-1: Document and Data Control



Note: For All OSMA intermediate and final outputs: page numbers, the date, and document owner will be marked on the document.

1. Purpose

The purpose of this Office of Safety and Mission Assurance (OSMA) Headquarters Office Work Instruction (HOWI) is to document the process used to nominate and select the annual George M. Low (GML) Award winners. Appendix A of this HOWI is an example of the annual GML Award Brochure containing the nomination responsibilities, format requirements, categories and classifications, eligibility requirements, milestone schedule, process participants, evaluation factors (criteria), and scoring guidelines. This HOWI also specifies the Quality Records associated with the process.

2. Scope and Applicability

This OSMA HOWI addresses the OSMA actions with the George M. Low (GML) Award. The HOWI is applicable to the GML Program Manager and the AA/SMA who participate in the nomination, evaluation, and selection process for annual GML Award winners.

3. Definitions

3.1. AA/SMA: Associate Administrator for Safety and Mission Assurance.

3.2. Center Quality Management Associates (QMA): Center personnel designated by Center Management to represent the Center in GML activities.

3.3. Evaluation Factors: The Evaluation Factors are the seven criteria that are used to evaluate and score GML Award nominees. (See Appendix A for Sample)

3.4. GML Award: The George M. Low (GML) Award is the premier quality and productivity award in the aerospace industry. The presentation of the award signifies NASA's recognition that the award recipient has demonstrated excellence and outstanding achievements in quality and performance. The award is presented to NASA prime and subcontractors in both the large and the small business classifications and in both the product and the service categories.

3.5. GML Award Panel of Judges: The Panel of Judges is composed of the four Strategic Enterprise Associate Administrators and the Associate Administrator for Safety and Mission Assurance. The Panel of Judges selects the annual GML winners.

3.6. GML Award Program Manager: The GML Program Manager administers the program and acts as technical advisor to the Panel of Judges, the Validation Board, and the Strategic Enterprise Review Council.

3.7. GML Award Validation Board: Representatives from the four Strategic Enterprises, and individuals selected by the Strategic Enterprise Associate Administrators from the Centers, who evaluate the semi-finalists, and select up to eight finalists to receive a site visit. The Board also recommends winners to the GML Award Panel of Judges.

3.8. Strategic Enterprise: As defined in NPD 1000.1: *NASA Strategic Plan*, there are four Strategic Enterprises within NASA: Human Exploration and Development of Space, Aero-Space Technology, Space Science and Earth Science.

3.9. Strategic Enterprise GML Award Review Council: Representatives from the Centers and the Strategic Enterprises screen the Center GML Award nominees and selects up to 12 semi-finalists.

4. Reference Documents

The documents listed in this section are used as reference materials for performing the processes covered by the Quality Management System (QMS). Since all NASA Headquarters Level 1 (QMS Manual) and level 2 (Headquarters Common Processes) documents are applicable to the QMS, they need not be listed in this Section unless specifically referenced in this OSMA HOWI.

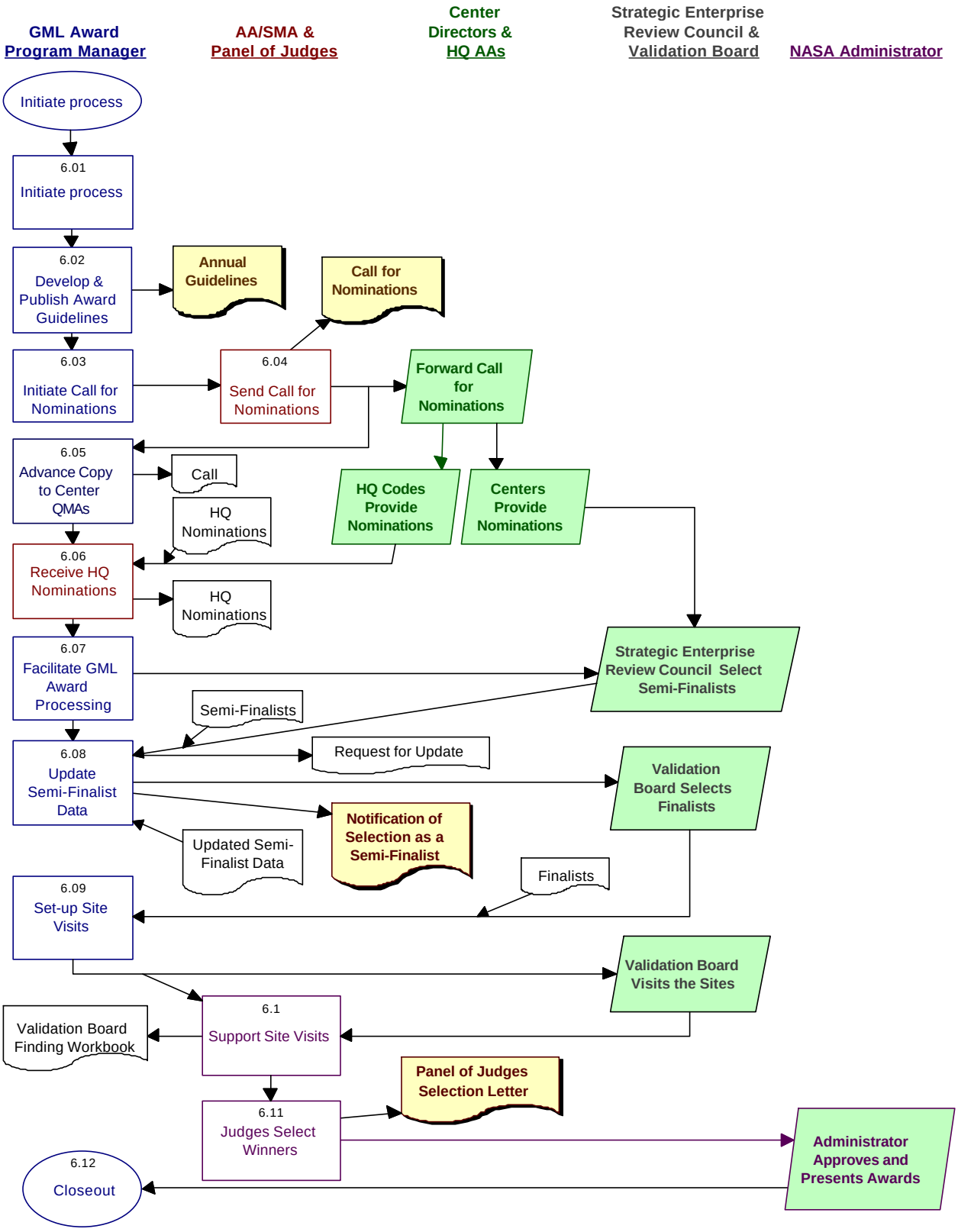
4.1. NPD 1000.1: NASA Strategic Plan

4.2. NPG 3451.1: *NASA Awards and Recognition Program* (Appendix B)

4.3. The annual GML Nomination Guidelines.

NOTE: The 1999 GML Award Guidelines Document is included as an example in Appendix A.

5. Flowchart


GML Award Program Manager
AA/SMA & Panel of Judges
Center Directors & HQ AAs
Strategic Enterprise Review Council & Validation Board
NASA Administrator
Initiate process
6.01 Initiate process
6.02 Develop & Publish Award Guidelines
Annual Guidelines
Call for Nominations
6.03 Initiate Call for Nominations
6.04 Send Call for Nominations
Forward Call for Nominations
6.05 Advance Copy to Center QMAs
Call
HQ Codes Provide Nominations
Centers Provide Nominations
HQ Nominations
6.06 Receive HQ Nominations
HQ Nominations
6.07 Facilitate GML Award Processing
Strategic Enterprise Review Council Select Semi-Finalists
Semi-Finalists
6.08 Update Semi-Finalist Data
Request for Update
Validation Board Selects Finalists
Notification of Selection as a Semi-Finalist
Updated Semi-Finalist Data
Finalists
6.09 Set-up Site Visits
Validation Board Visits the Sites
Validation Board Finding Workbook
6.1 Support Site Visits
Panel of Judges Selection Letter
6.11 Judges Select Winners
Administrator Approves and Presents Awards
6.12 Closeout

6. Procedure

6.01 GML PM — Initiate Process:

Begins the process to select winners in the 3rd Quarter of the calendar year.

6.02 GML PM — Develop and Publish GML Nomination Guidelines:

The GML PM reviews the guidelines and publicity information from the previous GML Award(s), updates for current cycle and sends to printer. Appendix A contains an example of the GML Nomination Guidelines.

6.03 GML PM — Initiate Call for Nominations:

Call for nominations is drafted and forwarded to AA/SMA for approval and signature. The call also includes a request for Validation Board Members.

6.04 AA/SMA — Send Call for Nominations:

AA/SMA sends the call for nominations to all Headquarters AA's.

The Strategic Enterprises will forward the Call on to their Centers and Programs for action. Center nominations are forwarded directly to the Strategic Enterprise Review Council.

The Strategic Enterprises and other Headquarters AAs obtain nominees which are returned to GML PML.

6.05 GML PM — Advance Copy to Center QMAs:

The GML PM sends an advance of the Call for Nominations to the Center QMAs so that they may begin work.

6.06 GML PM — Receive HQ Nominations

Receive nominations from Headquarters AA's who are not Strategic Enterprises. The GML PM ensures that nominations are complete in accordance with the published award guidelines and forwards them on to the GML Strategic Enterprise Review Council for continued processing. Strategic Enterprise nominations are brought directly to the GML Strategic Review Council by the Strategic Enterprise.

6.07 GML PM — Facilitate GML Award Processing

The GML PM works with each of the GML associated personnel (this includes the personnel listed in each group listed in Section 3 above) to ensure that the GML Award processing remains on schedule and within guidelines.

GML Strategic Enterprise Review Council evaluates and scores the nominations and selects up to 12 semi-finalists who are referred to the GML Validation Board.

6.08 GML PM Update Semi-Finalist Data:

The GML PM sends a letter to each Semi-Finalist informing them that they are a semi-finalist and requesting that they update their nomination information and resubmit to the GML PM. After the updated information is received, it is forwarded to the GML Validation Board.

GML Validation Board meets and reviews nominations and selects up to eight finalists for further review and a site visit.

6.09 GML PM Set-up Site Visits

The GML PM arranges Validation Board site visits to the finalists. During the site visits, the GML PM participates as the technical consultant to the Validation Board.

The Validation Board visits each of the Finalists and prepares a recommendation on each Finalist as. Validation board forwards the recommendations to the GML PM.

6.10 GML PM Support Site Visits

The GML PM creates a workbook of Validation Board findings. The workbook is given to the Panel of Judges.

6.11 AA/SMA Judges Select Winners

AA/SMA calls a meeting of the GML Panel of Judges to select up to four winners. The GML PM works with the GML Panel of Judges and the NASA Administrator to facilitate selection of winners. The GML PM drafts a letter for the AA/SMA (as Chair of the Judges) to request the NASA Administrator's concurrence on selected winners. The AA/SMA forwards the panel's selections to the NASA Administrator for final approval.

The NASA Administrator reviews the selections by the Panel of Judges and approves the final selection of the GML Award winners. At an appropriate time, the NASA Administrator presents the GML Award trophies to the winners. In the past few years, the awards have been presented at the NASA Continual Improvement Conference in April. The Continual Improvement Conference press releases (done by NASA HQ Office of Public Affairs) will document the presentation of the GML Awards. This is out of scope for this process.

6.12 GML PM Closeout:

The GML PM ensures that Quality Records are filed and then closes out the process.

7. Quality Records

Record ID	Owner	Location	Media Electronic /hardcopy	Schedule Number & Item Number	Retention & Disposition
Annual Guidelines	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 22.A	Retire to FRC when 5 years old in 5 year blocks, then retire to NARA when 10 years old
Call for Nominations	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 22.A	Retire to FRC when 5 years old in 5 year blocks, then retire to NARA when 10 years old
Notification of Selection as a Semi-Finalist	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 14.B.1.A	Keep 2 year then retire to FRC, transfer to NARA when 20 years old
Panel of Judges Selection Letter	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 22.A	Retire to FRC when 5 years old in 5 year blocks, then retire to NARA when 10 years old

Appendix A: Sample GML Guidelines Document

GEORGE M. LOW AWARD

2000 NOMINATION GUIDELINES

"When I think of excellence, I think of people more than things because only people can bring quality, excellence, perfection to things that must work. It is in that light that we achieved the Apollo landings on the Moon."

–George M. Low

National Aeronautics and Space Administration
Washington, DC
July 1999

NASA's Quality and Excellence Award

George M. Low Award

TROPHY INSCRIPTION

This trophy is awarded in the memory of George M. Low who greatly contributed to the early development of NASA Space Programs during his 27 years of Government service.

The medallion that is embedded in the shape of an Apollo Command Module has alloyed in it a portion of an artifact flown to the Moon and back on Apollo 11—the first manned lunar landing mission July 16–24, 1969.

Established in 1985 as the NASA Excellence Award for Quality and Productivity, the George M. Low Award is the United States' senior award for organizational quality and excellence.

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2000 GEORGE M. LOW (GML) AWARD PROGRAM

I. PURPOSE

The George M. Low (GML) Award is the premier quality and performance award in the aerospace industry. The presentation of the GML Award signifies NASA's recognition that the award recipient has demonstrated excellence and outstanding achievements in quality and performance.

II. NOMINATION RESPONSIBILITIES

Strategic Enterprises

- Annually, the Strategic Enterprises call for GML Award nominations from the NASA Centers.
- The Strategic Enterprises will assure that all nominations from the Centers fully comply with the eligibility requirements and nomination specifications outlined in this booklet.
- Nominations will be screened and evaluated by the Strategic Enterprise GML Award Review Council (Review Council). The Review Council will select up to 12 semi-finalists and forward the results of their selection to the GML Award Validation Board, ATTN: Office of Safety and Mission Assurance.

Centers

- Centers will nominate candidates for the GML Award. Nominations will be screened and evaluated by the Review Council.
- Centers are strongly encouraged to nominate a candidate in each classification and category. Nominations will be submitted to the respective Centers' managing Strategic Enterprise. If a Center submits more than four candidates, the nominees must be prioritized.
- Centers are also encouraged to have at least 50% of their nominations either a small business or a subcontractor of a NASA prime contractor.

Headquarters Functional/Staff Offices

- Functional/Staff Offices may nominate one small and one large business candidate.
- Nominations will be submitted to the GML Award Program, ATTN: Office of Safety and Mission Assurance, for referral to the Review Council.

- Prior to submittal to the Office of Safety and Mission Assurance, Headquarters Functional/ Staff Offices will assure that all nominations comply with the eligibility requirements and nomination specifications outlined in this booklet.

III. FORMAT REQUIREMENTS

- Nominations will include metrics and will be a total of no more than seven pages in length, plus a one-page description of the company suitable for publication and a glossary if one is needed. Nominations will be typed using a minimum font size of 10 point Courier, with margins of at least one inch for the top, left, and right, and one-half inch for the bottom.

- Each nomination will include a statement, not to exceed one page, concerning a) the Award category/classification in which the organization is being nominated, b) company information demonstrating its qualifications for the identified category/classification, c) the number of employees in the organization, and d) the full name, title, address, telephone number, facsimile number, and e-mail address for the highest ranking member of the organization and for the organization's GML Award point of contact or action officer.

- Nominations that do not meet the eligibility and format requirements will not be considered.

IV. CATEGORIES AND CLASSIFICATIONS

GML Awards are presented to outstanding companies in each of the following categories and classifications:

- **Large Business**
  -- Product*
  -- Service

- **Small Business**
  -- Product*
  -- Service

V. ELIGIBILITY REQUIREMENTS

All NASA prime and subcontractors are eligible to be nominated for the GML Award provided the following requirements are fulfilled:

Requirements for Large Businesses

- Aggregate NASA-related sales for the preceding three years should exceed $1 million, with at least $250,000 in each of the preceding three years, or a minimum of at least 50 percent of total sales that are related to NASA.

* A product can be hardware, software, research, and/or technology development.

- There should be a minimum of 50 employees, or 100,000 labor hours, engaged in NASA-related work for the preceding 3 years.

- A nominated element of a larger corporation should function as a self-sustaining profit center.

- Small divisions of large corporations which receive corporate support and resources qualify as a large business if they exceed $250,000 in annual NASA sales, and have at least 25 employees engaged in NASA work for each of the preceding three years.

Requirements for Small Businesses

- Aggregate NASA-related sales for the three preceding years should exceed $250,000, or the organization should have a minimum of at least 50% of total sales that are NASA-related.

- There should be a minimum of 25 full-time employees with at least one-third of the employees engaged in NASA-related work.

- The organization should meet Federal requirements for a small, small disadvantaged, or women-owned small business.

VI. MILESTONE SCHEDULE

July 1999

- GML Award Nomination Guidelines are distributed.

- Letter from the Office of Safety and Mission Assurance to the Strategic Enterprise and Headquarters Functional/Staff Offices opens the GML Award nomination cycle.

- Strategic Enterprises and Headquarters Functional/Staff Offices call for nominations for the GML Award.

August 1999

- GML Award Validation Board (Validation Board) is selected.

- Strategic Enterprise and Headquarters Functional/Staff Offices furnish the name of their GML Award action officer to the Office of Safety and Mission Assurance, Geoff Templeton, on (202) 358-2157, by August 6, 1999.

October 1999

- Headquarters Functional/Staff Offices submit seven-page nomination submissions to GML Award Program, ATTN: Office of Safety and Mission Assurance, by October 8, 1998.

- Strategic Enterprises receive and review Center nominations and furnish their nominees' names to the GML Award Program, ATTN: Office of Safety and Mission Assurance, by October 15, 1999.

- The Strategic Enterprises convene the Review Council. The Review Council reviews and scores all the nominations, selects up to 12 semi-finalist candidates, and forwards the results of the selection to the GML Award Program, ATTN: Office of Safety and Mission Assurance, by October 30, 1999.

November 1999

- The Validation Board asks semi-finalist candidates to voluntarily update the seven-page nomination and to answer any questions that were raised by the Review Council during the review process. Semi-finalist organizations are given seven working days to update their nomination submission.

December 1999

- The Validation Board scores the semi-finalists' updated nominations and submits written evaluations on each candidate to the GML Award Program, ATTN: Office of Safety and Mission Assurance, by January 7, 2000.

January 2000

- From the semi-finalists' nominations, the Validation Board will select up to eight finalists for a site visit.

- Finalists are notified that they will receive a site visit. Acceptance of the visit is voluntary.

February 2000

- Validation Board conducts a one-day site visit to each finalist organization.

- The Validation Board prepares its findings for the GML Award Panel of Judges (Panel of Judges).

March 2000

- The Validation Board provides findings to the Panel of Judges. The Panel of Judges typically selects up to four GML Award winners, with no more than one in each category/classification combination.

- The Administrator approves the selections.

April 2000

- The NASA Administrator presents the GML Award(s) at the Fifteenth Annual NASA Continual Improvement and Reinvention Conference on April 27, 2000.

VII. PROCESS PARTICIPANTS

GML Award Panel of Judges (Panel of Judges)

The Panel of Judges is composed of five judges: the Associate Administrator for Safety and Mission Assurance is the chairperson, and the four Strategic Enterprise Associate Administrators are permanent members. When Functional/Staff Office nominees are among the finalists, an Associate Administrator from a Headquarters Functional/Staff Office will be appointed as an additional judge. The panel chair will report the Panel of Judges' selection of winners to the Administrator.

GML Award Validation Board (Validation Board)

The Validation Board is composed of five or more members. The members include a representative from each Strategic Enterprise, and additional members from the Centers and/or the Headquarters Functional/Staff Offices. The Associate Administrator may also select additional members. The Validation Board examines and scores semi-finalists' updated nomination submissions, selects up to eight finalists, and conducts on-site visits.

Strategic Enterprise GML Award Review Council (Review Council)

The Review Council is composed of representatives from the four Strategic Enterprises and the Centers and Headquarters Functional/Staff Offices submitting nominations.

The Review Council evaluates the candidates submitted for the GML Award by the Centers and the Headquarters Functional/Staff Offices to verify eligibility and assess the candidates according to the GML evaluation factors (Appendix A). The Review Council selects up to 12 semi-finalists and forwards the results of the selection to the Validation Board for consideration.

GML Award Validation Site Visit Team

The purpose of the site visit is to allow Validation Board members to meet the company's management, observe the company's operations, and give company management an opportunity to answer questions and to clarify specific issues that surfaced in the company's updated nomination.

Finalists selected by the Validation Board will receive a site visit. The site visit will be no more than one day. (Actual on-site time is six hours.) The validation site visit team will consist of members of the Validation Board and will typically be organized into large business and small business sub-teams. In addition, the Center or Headquarters Functional/Staff Office whose finalist is being visited is encouraged to send a representative to the site visit.

Consultants

Although they are not members of the Panel of Judges, the Validation Board, or the Review Council, other NASA Offices involved in the acquisition and contract oversight process will be consulted throughout the evaluation process for relevant input. These NASA Offices will include, but are not limited to, the Office of theGeneral Counsel, the Office of the Inspector General, the Office of Procurement, the Office of Equal Opportunity Programs, and the Office of Small and Disadvantaged Business Utilization.

VIII. SELECTION, EVALUATION, AND VALIDATION

Selection and Evaluation

Throughout the nomination process, GML Award candidates will be considered according to the following nomination factors as they apply to the contractual requirements of the nominee:

- Customer Satisfaction and Contract Technical Performance
- Schedule Performance
- Cost Performance
- Management Initiatives Responsive to NASA's Strategic Goals
- Leadership and Continuous Improvement
- Innovative Management and/or Technology Breakthroughs
- Items of Special Interest to NASA

Appendix A contains more detailed information about the evaluation factors and suggested point values that the Centers and Strategic Enterprises may wish to use when assessing a candidate.

Review of Nominees and Selection of Semi-Finalists

- The Review Council will select up to 12 semi-finalists.

- The Centers will be notified by the Strategic Enterprises of the Review Council's findings with respect to their nominees.

- The Office of Safety and Mission Assurance will notify Headquarters Functional/Staff Offices of the Review Council's findings.

- Semi-finalists will be notified in writing by the GML Award program manager of their status and asked if they wish to continue in the process.

- Organizations electing to participate in the validation stage will be asked to tender an updated nomination addressing, as appropriate, questions surfaced during the Review Council's evaluation of the nomination. Organizations will have seven working days to prepare the updated nomination.

    – The updated nomination should include metrics and be a total of no more than seven pages in length, plus a glossary if one is needed.

    – In addition to the seven-page updated nomination and glossary, the company will submit a one-page description of the company that is suitable for publication.

    – The information submitted should be compiled from existing management data and address current and past operational activities. There should be no new or "created" data. Providing quantifiable data whenever possible is strongly advised. This allows an objective analysis and assures an equitable validation of all finalists. Quantifiable information should be presented in charts, graphs, or matrices to enhance perspective and illustrate trends over three or more years.

Validation of Finalists

- Semi-finalist updated nominations will be evaluated by the Validation Board and up to eight finalists will be selected for site visits.

- The Centers will be notified by the Strategic Enterprises of the results of the Review Council's findings with respect to their nominees.

- The Office of Safety and Mission Assurance will notify Headquarters Functional/Staff Offices of the Review Council's findings.

- The George M. Low program manager will notify the organizations that have been selected as finalists and arrange for a site visit by members of the Validation Board.

- Following the site visits, the Validation Board will recommend winners to the Panel of Judges.

Selection of Award Recipients

- The Panel of Judges will select the winners and submit the results of the selection to the Administrator for approval.

- Award winners and finalists will be announced during the annual Continual Improvement and Reinvention Conference.

IX. AWARDS

- Winning organizations will receive the George M. Low Trophy. The Administrator will present the GML Award trophies at the Annual NASA Continual Improvement and Reinvention Conference.

- Companies who receive a site visit and do not win the GML Award will receive a George M. Low Finalist plaque.

- An Award winner is ineligible to be placed in nomination again for a period of five years.

APPENDIX A—Evaluation Factors

During the nomination/evaluation/screening process, the Centers and the Strategic Enterprises will use the following nomination factors. Suggested scores for each factor and sub-factor have also been provided as an additional tool to assist in ranking nominees.

1. Customer Satisfaction and Contract Technical Performance
(250 Points)

1.1 Customer Satisfaction (100 Points)

- Does the contractor have a process to gauge NASA's customer satisfaction, and, if so, does the contractor continually evaluate and improve this process?
- How does the contractor respond and follow-up with NASA to build relationships and provide support in times of changing programs, schedules, and costs?
- What listening and learning strategies does the contractor employ to understand and anticipate NASA's needs?
- What process improvements has the contractor undertaken to improve the quality, timeliness, and responsiveness of the contractor's products and services?

1.2 Contract Technical Performance **and Outcomes** 150 Points)

- How are performance requirements generated and communicated throughout the organization?
- What objective evidence has been provided to NASA to demonstrate performance capabilities and capacities in all areas of activity?
- What processes and management systems does the organization use for requirement control, configuration management, project management, and corrective action?
- What award fee information, or other data, does NASA possess indicating the degree of performance satisfaction over the past three years?
- What initiatives has the contractor instituted to improve the value of its products and/or services?

2. Schedule Performance
(100 Points)

- What is the contractor's two to five-year history of meeting schedule requirements on contracts?
- Has the contractor met all schedule requirements over the long-term with outstanding results? (The length of contracts should be considered. Outstanding results would reflect consistently positive trends.)
- Does the contractor have an exceptional process for evaluating, documenting, and distributing schedule requirements?

- Has the contractor demonstrated exceptional responsiveness to rescheduling, work-arounds, and reprioritized work activities?

3. Cost Performance
(150 Points)

- For the past three years, allowing for NASA-initiated changes, are actual costs at or below the estimated contract cost?
- Does the contractor advise NASA of pending cost changes or cost risks in a timely manner?
- Over the past three years, what kind of cost reduction record does the contractor have?
- What specific initiatives has the contractor undertaken to avoid and/or reduce costs?

4. Management Initiatives Responsive to NASA's Strategic Goals
(75 Points)

4.1 Strategic Planning (50 Points)

- How does the contractor's strategic business plan align with NASA's strategic plan?
- How is the business plan deployed throughout the contractor's organization?
- How does the contractor's strategic business plan incorporate NASA's quality and safety objectives?
- How does the contractor instill high performance objectives into its daily business operations?

4.2 Research and Development. *(*Businesses **not** involved in research and development should discuss their **long-term operational goals**.*) (25 Points)*

- In what ways does the contractor's research and development planning cover the spectrum needed to address likely future environments and challenges?

5. Leadership and Continuous Improvement
(150 Points)

- How does the organization define, manage, and improve its processes?
- In what ways do contractor's senior managers involve themselves and their work force in creating the organization's vision, mission, values, and quality policy?
- What management tools, i.e., Capability Maturity Models, reengineering, etc., are used to set, track, document, measure, evaluate, and continuously improve performance?
- How does the contractor benchmark the best-in-class organizations to determine improvement goals and measure progress toward world-class status?
- How does the contractor demonstrate leadership with regard to managing the work force, fostering teamwork, and developing a high performing, learning organization?
- What has the contractor done to help its subcontractors improve their quality?

6. Innovative Management and/or Technology Breakthroughs
(75 Points)

- Has the contractor demonstrated outstanding achievements in technology, technology transfer, quality/performance management, research and development, and innovation? (The contractor's achievements can touch all aspects of the organization's operations, i.e., hardware, software, service, human resources, resource conservation, safety, health care, training, and education. Focus should be on achievements that make a special contribution to the ability of NASA to accomplish its mission. Achievements in this area should be supplemental to those considered in the other factors.)

7. Items of Special Interest to NASA
(200 Points)

This factor addresses areas where NASA places special emphasis, such as:

- What special safety initiatives, e.g., Dupont-like safety program, does the contractor have in place that would underscore NASA's vital concern with safety of product, service, and workplace? What evidence is there that the contractor's safety program is "management-centered?" (Does safety information, i.e., goals, performance, and incident information flow through the normal management chain, as opposed to the safety chain?)
- Is the contractor an equal opportunity employer? (In this area, other than being an equal opportunity employer, NASA advocates a policy among its contractors to recruit, select, promote, transfer, train, and educate in all job groups without regard to race, culture, sex, age, religion, national origin, and physical and mental handicap, where otherwise qualified.) What are the characteristics of the contractor's work force diversity?
- In what ways does the contractor assist NASA in meeting its socioeconomic goals by providing maximum practicable opportunities for small, small disadvantaged, and women-owned small businesses to participate in NASA programs?
- What is the contractor's scope of registration to ISO 9000? If not registered, what are the contractor's plans for becoming ISO 9000 registered or compliant?
- Has the contractor received any recognition for excellence, i.e., State and Senate awards, the Baldrige Award, National awards and achievements, corporate or other industry awards?

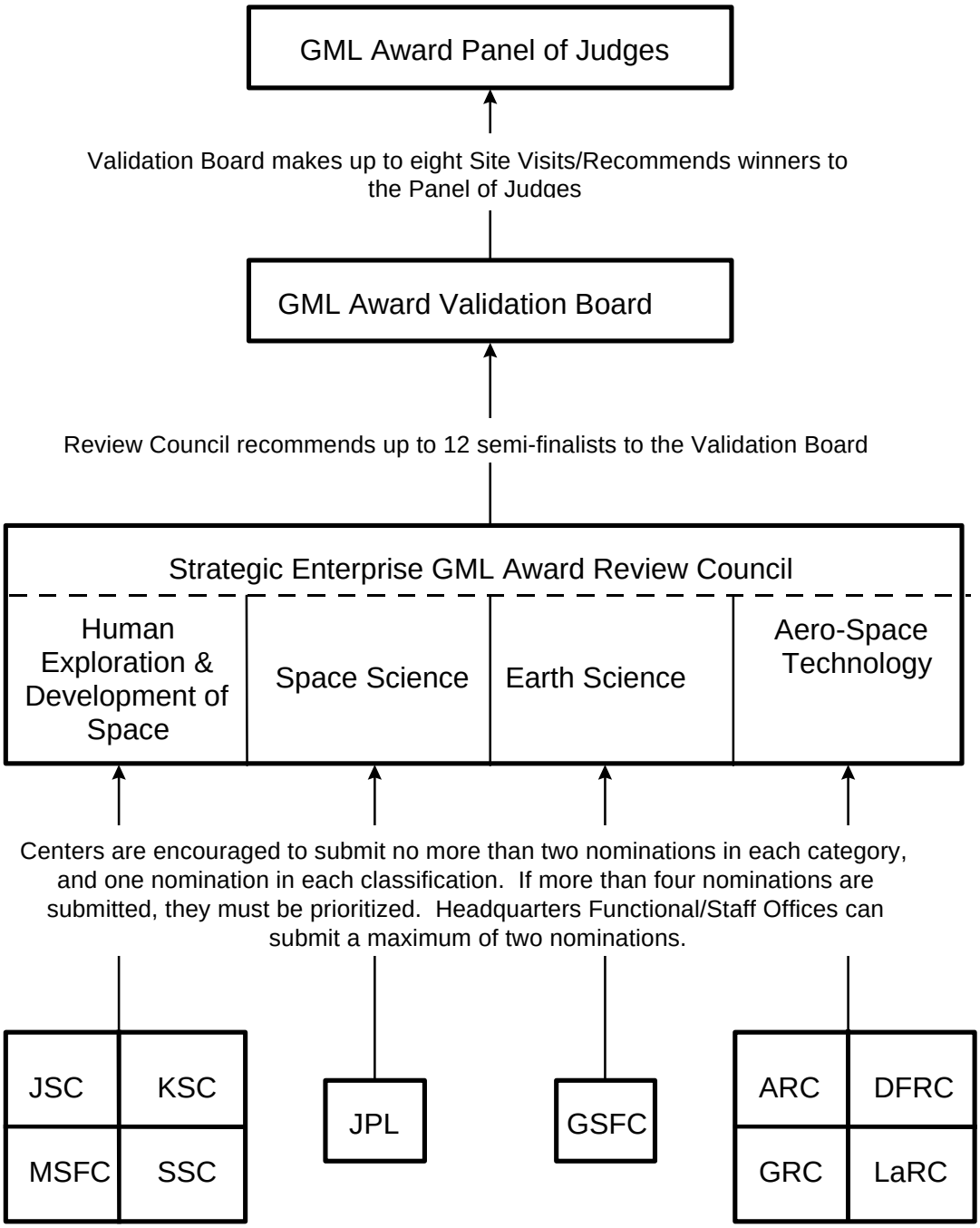
APPENDIX B—Scoring Guidelines

The Validation Board members individually score each criteria element. The following guidelines are used in determining scores in each criteria element.

Percentage	***Description***	***How Long in Place***	***Deployment***	***Performance***
91-100	*Excellent*	*3+ years*	*91-100%*	*Sustained high performance with constant improvement*
81-90	*Very Good*	*3 years*	*81-90%*	*Starts moderately and improves to high performance*
71-80	*Good*	*2-3 years*	*61-80%*	*Gradual continual improvement*
61-70	*Average*	*2 years*	*41-60%*	*Starts low to moderate and improves slightly*
51-60	*Fair*	*1-2 years*	*21-40%*	*Starts low and improves to moderate*
<50	*Poor*	*<1 year*	*0-20%*	*Starts and stays low*

Each of the three (3) factors (How Long in Place, Deployment, and Performance) is considered in evaluating each criteria element (See Appendix A).

APPENDIX C—Nomination and Evaluation Process



GEORGE M. LOW

was dedicated to quality excellence. His career and achievements spanned many fields—space science, aeronautics, technology, and education. As an engineer, mathematician, scientist, NASA Director and Deputy Administrator, Chairman of the National Research Council, and President of Rensselaer Polytechnic Institute, his achievements were legendary. In the space program, he provided management and direction for the Mercury, Gemini, Apollo, and advanced manned mission programs.

George M. Low advanced through NASA management based on his extraordinary quality-embedded achievements. His progress to prominence made him a role model in the sight of all with whom he came in contact. He was a man with a vision—a vision shared by many who also dreamed that America should lead the way in astronautics and aeronautics. George M. Low stretched the boundaries of excellence, and by his example others are motivated to do the same.

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GEORGE M. LOW AWARD

PAST RECIPIENTS

1999	Barrios Technology (Small–Product) Kay and Associates, Inc. (Small–Service) Raytheon Service Company (Large–Service) Thiokol Propulsion, Space Operations (Large–Product)
1997–98	Advanced Technology Company (Small–Service) AlliedSignal Technical Services Corporation (Large–Service) BST Systems, Inc. (Small–Product) DYNCORP-Johnson Support Division (Large–Service) ILC Dover, Inc. (Large–Product)
1996–97	Boeing-Rocketdyne Propulsion & Power (Large–Product) Dynamic Engineering, Inc. (Small–Product) Hummer Associates (Small–Service) Scientific & Commercial Systems Corporation (Small–Service)
1995–96	Hamilton Standard Space Systems International (Large–Product)
1994–95	Unisys Space Systems (Large–Service)
1992	Honeywell Space and Strategic Systems Operation (Large–Product) IBM Federal Systems Company (Large–Service)
1991	Grumman Technical Services Division (Large–Service) Thiokol Space Systems (Large–Product)
1990	Marotta Scientific Controls, Inc. (Small–Product) Rockwell Space Systems Division (Large–Product)
1989	Lockheed Engineering and Sciences Company (Large–Service)
1988	Rocketdyne Division, Rockwell International Corporation (Large–Product)
1987	IBM Federal Sector Division (Large–Service) Martin Marietta Michoud Aerospace (Large–Product)